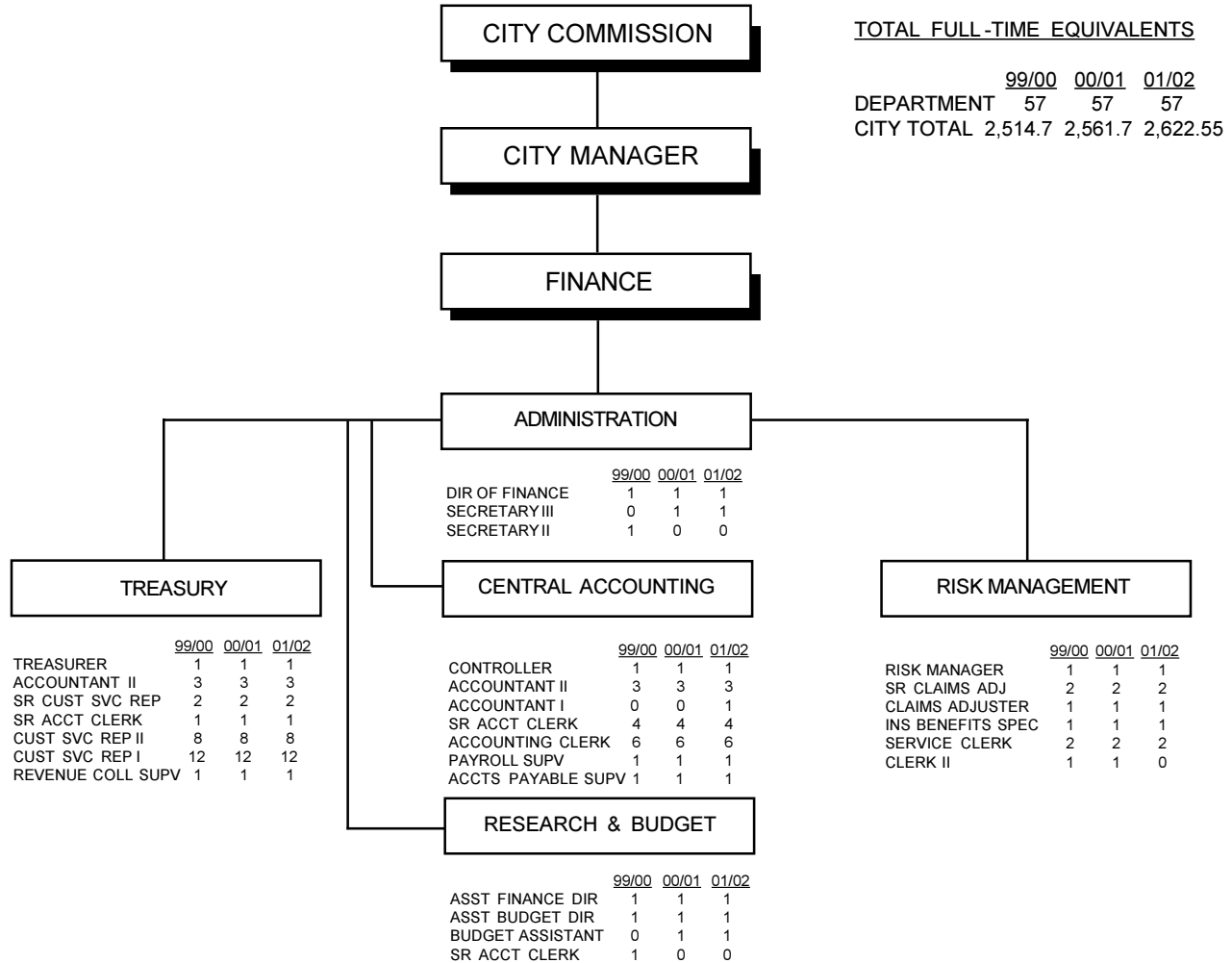


ORGANIZATION PLAN FINANCE



FINANCE DEPARTMENT

MISSION

Provide a sound financial foundation for all departments, enabling them to work in the best interests of our community, and instill the City's value system among our employees to foster innovative solutions, achieving an outstanding level of service at a reasonable cost.

FY 2001/2002 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$285,316	\$271,917	\$290,758
Total FTE's	2	2	2

1. Goal: Maintain the City's excellent bond ratings with Moody's Investors Service and Standard & Poor's Corporation.

Objective: a. Increase unreserved General Fund balance for the next 3-5 years to equal 7-10% of revenues.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Effectiveness:			
Moody's Bond Rating:			
General Obligation	Aa2	Aa2	Aa2
Excise Tax	A1	A1	A1
Water & Sewer	Aa2	Aa2	Aa2
Sanitation	A1	A1	A1
Standard & Poor's Rating:			
General Obligation	AA	AA	AA
Excise	A+	A+	A+
Water & Sewer	AA-	AA-	AA-
General Fund Balance/Revenues	5 %	6 %	7 %
Fitch's Rating			
Sanitation	A1	A1	A1

	FY 1999/2000	FY 2000/2001	FY 2001/2002
<u>DIVISION:</u> Central Accounting	<u>Actuals</u>	<u>Estimated</u>	<u>Adopted</u>
Total Budget	\$947,609	\$971,876	\$1,042,023
Total FTE's	16	16	17

2. Goal: Disseminate financial information to the Commission, the public, bondholders, departments, employees and outside agencies in a timely and efficient manner.

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- Objectives:
- a. Process transactions through the centralized financial system.
 - b. Complete annual audit and preparation of the City's Comprehensive Annual Financial Report for submission to the City Commission in February 2002.
 - c. Prepare various internal and external financial reports including the State of Florida Annual Report due March 31, 2002.
 - d. Process bi-weekly, monthly, and special annual payrolls for the employees, retirees and beneficiaries.
 - e. Process vendor payments and non-expenditure disbursements.
 - f. Ensure that adequate controls are maintained for all disbursements of the City in both the payroll and accounts payable areas.
 - g. Go live with a new Payroll/Personnel system by the end of FY 2001/2002.
 - h. Implement Governmental Accounting Standards Board (GASB) 34.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Vendor Checks Issued	33,199	33,000	32,000
Invoices Processed	40,337	36,000	33,000
Payroll Checks/Direct Deposit	99,515	97,000	91,000
Financial Transactions	430,647	430,000	430,000
Efficiency:			
Invoices/4 FTE's	10,084 *	11,075	11,000
Employees on Direct Deposit	68 %	68 %	70 %
Retirees/Beneficiaries on Direct Deposit	81 %	83 %	85 %
Financial Transactions Interfaced	74 %	75 %	75 %
Journal Entries Automated	53 %	55 %	55 %
Effectiveness:			
Received GFOA Financial Reporting Award	Yes	Yes	Yes

*4 FTE's in FY 1999/2000 and for First 3 Months of FY 2000/2001

	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
<u>DIVISION:</u> Risk Management			
Total Budget (Insurance Funds)	\$1,002,264	\$1,166,430	\$1,157,073
Total FTE's	8	8	7

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3. Goal: Protect the City's operating budget by minimizing the City's exposure to risk, accurate reserving/funding of incurred liabilities, and proper allocation/distribution of the cost of accidental losses.

- Objectives:
- a. Develop renewed safety programs citywide, reducing loss.
 - b. Utilize an improved information management system to increase efficiency, and more accurately allocate costs.
 - c. Further reduce loss expectancy on property exposures by \$1 million dollars.
 - d. Further eliminate reserve liability through efficient disposition of claims.
 - e. Manage employee benefits program to better serve all City employees, increasing quality and cost effectiveness.
 - f. Implement new Wellness Program to comply with audit recommendations and improve its function, and achieve health plan cost savings.
 - g. Develop risk management reporting for use in loss/cost control efforts.
 - h. Reduce total cost of risk by realigning insurance policies and retention levels.
 - i. Streamline use of outside resources in brokerage and consulting.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Claims (Property & Casualty)	450	465	400
Workers' Compensation Claims	325	300	280
Customer Calls (Claims & Benefits)	30,000	25,000	25,000
Efficiency:			
New Liability Claims/2 FTE's	330	320	320
Effectiveness:			
Claims Settlement Rate (No Litigation)	98 %	98 %	98 %

<u>DIVISION:</u> Treasury	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
Total Budget	\$1,577,591	\$1,792,152	\$1,898,346
Total FTE's	28	28	28

4. Goal: Provide an outstanding level of customer service while generating, collecting and accounting for all revenues due to the City.

- Objectives:
- a. Assure sufficiency of working capital by making funds available as needed.
 - b. Maximize return on capital through the administration of an aggressive investment program.

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- c. Administer a cost effective and productive utility billing operation for the City.
- d. Complete enhancements of existing billing systems to maximize collections.
- e. Assist and train other departments in proper billing, revenue accounting and safeguards.
- f. Continue program of getting customers signed up for automatic utility billing payments.
- g. Assist in implementation of GASB 34.
- h. Work with Information Systems to:
 - 1. Provide customers internet access to the City's utility billing and parking systems accounts for inquiry and payments.
 - 2. E-mail automated billing customers their monthly bills.
 - 3. Consolidate multiple bills going to one address.

<u>Selected Performance Measures</u>	FY 1999/2000 <u>Actuals</u>	FY 2000/2001 <u>Estimated</u>	FY 2001/2002 <u>Target</u>
Workloads/Outputs:			
Utility Accounts Billed	650,000	660,738	660,000
Utility Billing Work Orders	60,000	74,004	70,000
Automatic Utility Billing Payments	2,161	3,500	5,000
Efficiency:			
Utility Bills/23 FTE's	28,260	28,730	28,695
Reconciliations Performed Timely	100 %	100 %	100 %
Effectiveness:			
Difference in General Fund Revenue Estimates vs. Actuals	1.0 %	0.3 %	0.3 %

	FY 1999/2000 <u>Actuals</u>	FY 1999/2000 <u>Estimated</u>	FY 2001/2002 <u>Adopted</u>
<u>DIVISION:</u> Research and Budget			
Total Budget	\$268,262	\$289,534	\$295,276
Total FTE's	3	3	3

5. Goal: Facilitate and monitor the City's budget process and provide information for decision making to the City Management, City Commission, advisory boards, and taxpayers in order to produce a legally and politically acceptable balanced budget, that meets GFOA standards.
- Objectives:
- a. Coordinate budget preparation and review process and provide staff training.
 - b. Prepare the City's annual budget, furnish requested information to the public, and have the budget document published and available on the City's website by December 1, 2001.

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- c. Monitor budget expenditures and prepare expenditure and revenue projections.
- d. Perform research and policy analysis.
- e. Act as liaison to the Budget Advisory Board and provide staff support related to the funding of community groups for the Community Services Board and the Economic Development Advisory Board.
- f. Go live with a new payroll projection system to project salaries and benefits for the budget process by the end of FY 2001/2002.

<u>Selected Performance Measures</u>	<u>FY 1999/2000 Actuals</u>	<u>FY 2000/2001 Estimated</u>	<u>FY 2001/2002 Target</u>
Workloads/Outputs:			
Budget Preparation & Training Hours	2,600	2,500	2,400
Special Projects & Research Studies	26	31	32
Advisory Board Staff Hours	181	200	215
Efficiency:			
Research Studies/2 FTE's	13	15	16
Effectiveness:			
Received GFOA Budget Presentation Award	Yes	Yes	Yes
Difference in General Fund Budget Estimates vs. Actuals	1.7 %	0.7 %	0.7 %

	<u>FY 1999/2000 Actual</u>	<u>FY 2000/2001 Orig. Budget</u>	<u>FY 2000/2001 Est. Actual</u>	<u>FY 2001/2002 Adopted</u>
<u>General Fund</u>				
Revenues				
Taxes	\$ 101,829,108	108,056,367	107,318,445	117,444,319
Intergovernmental Revenue	14,904,982	14,880,917	15,118,000	15,675,000
Charges for Services	75,363	64,410	75,930	75,410
Miscellaneous Revenues	11,178,198	10,996,814	11,633,562	11,950,816
<i>Total</i>	<u>\$ 127,987,651</u>	<u>133,998,508</u>	<u>134,145,937</u>	<u>145,145,545</u>
Expenditures				
Salaries & Wages	\$ 2,023,749	2,089,497	2,101,688	2,275,647
Fringe Benefits	587,905	622,278	696,942	733,996
Services/Materials	337,806	450,826	403,051	411,714
Other Operating Expenses	86,563	79,149	76,259	90,646
Capital Outlay	42,754	26,500	47,538	14,400
<i>Total</i>	<u>\$ 3,078,777</u>	<u>3,268,250</u>	<u>3,325,478</u>	<u>3,526,403</u>

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	FY 1999/2000	FY 2000/2001	FY 2000/2001	FY 2001/2002
	Actual	Orig. Budget	Est. Actual	Adopted
	<u>Insurance Fund</u>			
Revenues				
Intergovernmental Revenue	\$ 0	5,000	0	0
Charges for Service	19,151,930	20,573,040	20,677,040	23,533,176
Miscellaneous Revenues	1,371,698	887,200	1,036,239	963,400
<i>Total</i>	<u>\$ 20,523,628</u>	<u>21,465,240</u>	<u>21,713,279</u>	<u>24,496,576</u>
Expenditures				
Salaries & Wages	\$ 357,034	380,422	370,514	382,032
Fringe Benefits	235,259	220,633	248,733	255,040
Services/Materials	193,468	344,662	290,975	290,939
Other Operating Expenses	212,923	224,045	232,543	225,062
Non Operating Expenses	0	0	15,665	0
Capital Outlay	3,580	33,700	8,000	4,000
<i>Total</i>	<u>\$ 1,002,264</u>	<u>1,203,462</u>	<u>1,166,430</u>	<u>1,157,073</u>